

Introduction

The Implementation Plan contains high-level actions required to successfully implement the recommendations contained in this report.

The recommendations are listed in priority order, with ***Priority 1*** recommendations being the most important. ***Priority 1*** recommendations lay the foundation for needed policy development and resource allocation. ***Priority 2*** recommendations are important, but should be implemented only after ***Priority 1*** recommendations have been initiated. ***Priority 3*** recommendations are necessary and as a rule take less time to complete. However, only if immediate results are required, should ***Priority 3*** recommendations be implemented before the others.

The timeline to complete the implementation of each recommendation will vary according to need and availability of resources.

Recommendations by Priority Category

This lists all recommendations and identifies the priority of each recommendation.

Implementation Plan

The key elements associated with each recommendation address the following:

- Recommendation (suggested major change)
- Associated Findings (issues directly or indirectly related to the recommendation)
- High-Level Action Steps (activities required to implement the recommendation)
- Lead Responsibility (person(s) responsible for leading the implementation activities)
- Support Responsibility (person(s) responsible for assisting in the implementation activities)
- Performance Measures (completed tasks that allow progress to be measured)
- Resource Provider (determination of source of skills to conduct implementation activities. The Internal designation suggests that the activities can be completed in-house. The External designation suggests that assistance from outside the organization will be required).

RECOMMENDATIONS BY PRIORITY CATEGORY

RECOMMENDATION	RECOMMENDATION DESCRIPTION	PRIORITY CATEGORY		
		1	2	3
Initial	Develop timetable for recommendations implementation	✓		
G-1	Adopt a New Governance Structure and Process	✓		
G-2	Establish Clear Roles and Responsibilities to Strengthen the Governance Process	✓		
G-3	Create a City CIO Position	✓		
G-4	Include CIO in the Policy Process	✓		
SD-1	Restructure TSD		✓	
SD-2	Create Business Analyst Positions to Support Technology Service Delivery.		✓	
SD-3	Redefine Technology Leadership: Hire a CIO	✓		
SD-4	The City should consider limited outsourcing at this time.		✓	
MP-1	Update and formally adopt the ISMP based upon the current situation, develop an implementation plan and communicate the plan throughout the City.		✓	
MP-2	The City should develop a comprehensive communications plan for all technology related items			✓
MP-3	Enhance Help Desk Procedures	✓		
MP-4	View technology decisions on a long-term basis, considering the lifecycle of costs and benefits rather than the current fiscal year cost impact.	✓		
MP-5	Establish a formal technology training program			✓
MP-6	Establish a schedule and timeframe to replace and retire the City's legacy systems.			✓
MP-7	Change the acquisition process to provide more accountability and responsibility to the department heads and City CIO.		✓	
MP-8	Automate the process to request equipment and software.			✓
MP-9	ITD should outsource the setup of personal computers and wireless devices.	✓		
MP-10	The City should identify those positions where project management is a primary function of the job and require certification for new hires and promotions.		✓	
MP-11	The City should conduct a detailed skills inventory for all information technology staff.			✓
MP-12	Develop training plans for information technology staff.			✓
MP-13	Develop a recruitment plan to obtain the necessary technology skills that are required for the future.			✓
MP-14	The City should develop succession plans for key technology related positions.			✓
MP-15	The City should move from a departmental chargeback system to a cost allocation system for central technology cost distribution.	✓		
MP-16	Cell Phones.	✓		

IMPLEMENTATION PLAN – *PRIORITY 1 RECOMMENDATIONS*

RECOMMENDATION	ASSOCIATED FINDINGS	HIGH LEVEL ACTION STEPS	LEAD RESPONSIBILITY	SUPPORT RESPONSIBILITY	PERFORMANCE MEASURES	RESOURCE PROVIDER
Assign Responsibility to Manage Overall Implementation Plan Activities		<ul style="list-style-type: none"> Develop timetable for recommendations Develop tracking mechanism Conduct monitoring activities 	<ul style="list-style-type: none"> City Manager 	<ul style="list-style-type: none"> Appropriate Department heads 	<ul style="list-style-type: none"> Approved timetable in place Adopted tracking mechanism 	<ul style="list-style-type: none"> Internal resources required
G-1: Adopt a New Governance Structure and Process	<ul style="list-style-type: none"> Enterprise-wide View Governance Process Technology as an Enterprise-wide Strategic Asset Investment in Technology Information Technology Leadership 	<ul style="list-style-type: none"> Create a new enterprise-wide governance structure Establish, adopt and implement new enterprise-wide governance protocol for all technology 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> Department heads City Manager CTAC ISPC TRG 	<ul style="list-style-type: none"> Adopted policy of new technology governance structure Publication and dissemination of new technology governance protocol information 	<ul style="list-style-type: none"> Internal resources required External resources required
G-2: Establish Clear Roles and Responsibilities to Strengthen the Governance Process	<ul style="list-style-type: none"> Enterprise-wide View Governance Process Technology as an Enterprise-wide Strategic Asset Advisory Committees Organization Structure Information Technology Leadership Information Systems Master Plan Communications Training Project Management Resource Skill Mix 	<ul style="list-style-type: none"> Define governance roles and responsibilities of adopted governance processes (City Manager, CIO, ISPC, TRG, CTAC) Document charter and membership of Information Systems Policy committee (ISPC) and Technology Review Group (TRG) Redefine Citizen's Technology Advisory Committee (CTAC) charter and membership Communicate roles, responsibilities, charters, effective dates, etc. Modify City website to explain governance structure and protocols Establish review process and progress report timelines 	<ul style="list-style-type: none"> City Manager 	<ul style="list-style-type: none"> CIO Department heads CTAC ISPC TRG 	<ul style="list-style-type: none"> Publication of new technology governance roles and responsibilities Annual review with appropriate modifications 	<ul style="list-style-type: none"> Internal resources required External resources required

IMPLEMENTATION PLAN – *PRIORITY 1 RECOMMENDATIONS*

RECOMMENDATION	ASSOCIATED FINDINGS	HIGH LEVEL ACTION STEPS	LEAD RESPONSIBILITY	SUPPORT RESPONSIBILITY	PERFORMANCE MEASURES	RESOURCE PROVIDER
G-3: Create a City CIO Position	<ul style="list-style-type: none"> Enterprise-wide View Governance Process Technology as an Enterprise-wide Strategic Asset Investment in Technology Organization Structure Information Technology Leadership 	<ul style="list-style-type: none"> Define and document business case to establish CIO position Recommend establishing CIO position to City Council Coordinate with HR on position requirements 	<ul style="list-style-type: none"> City Manager 	<ul style="list-style-type: none"> Select department heads City Council 	<ul style="list-style-type: none"> Documented business case and recommendation for City Council Official approval of CIO position 	<ul style="list-style-type: none"> Internal resources required
G-4: Include CIO in the Policy Process	<ul style="list-style-type: none"> Enterprise-wide View Governance Process Technology as an Enterprise-wide Strategic Asset Investment in Technology Information Technology Leadership Communications Fiscal Focus 	<ul style="list-style-type: none"> Establish position to be a direct report to the City Manager Integrate CIO into city-wide executive management team Broadly communicate CIO roles and responsibilities 	<ul style="list-style-type: none"> City Manager 	<ul style="list-style-type: none"> City Council 	<ul style="list-style-type: none"> Publication and dissemination of CIO roles and responsibilities 	<ul style="list-style-type: none"> Internal resources required
SD-3: Redefine Technology Leadership: Hire a CIO	<ul style="list-style-type: none"> Enterprise-wide View Governance Process Technology as an Enterprise-wide Strategic Asset Investment in Technology Information Technology Leadership 	<ul style="list-style-type: none"> Initiate recruitment activities Establish selection screening committee Select finalists Conduct interviews Make recommendation to City Manager 	<ul style="list-style-type: none"> City Manager 	<ul style="list-style-type: none"> HR Selection screening committee 	<ul style="list-style-type: none"> Posted position announcement Receipt of applications Recommended list of finalists to City Manager Selection by City Manager 	<ul style="list-style-type: none"> Internal resources required External resources required

IMPLEMENTATION PLAN – *PRIORITY 1 RECOMMENDATIONS*

RECOMMENDATION	ASSOCIATED FINDINGS	HIGH LEVEL ACTION STEPS	LEAD RESPONSIBILITY	SUPPORT RESPONSIBILITY	PERFORMANCE MEASURES	RESOURCE PROVIDER
MP-4: View technology decisions on a long-term basis, considering the lifecycle of costs and benefits rather than the current fiscal year cost impact	<ul style="list-style-type: none"> Enterprise-wide View Technology as an Enterprise-wide Strategic Asset Investment in Technology Information Technology Leadership Information Systems Master Plan Fiscal Focus Aging Technology 	<ul style="list-style-type: none"> CIO presents analysis and investment strategy, policies, and recommendations consistent with the ISMP to city executive management Communicate approved long-term technology investment strategy to city staff and citizens 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> Department heads CTAC ISPC City Council 	<ul style="list-style-type: none"> Approved technology investment strategies Publication of annual report on technology investment progress, achievements, etc. 	<ul style="list-style-type: none"> Internal resources required
MP-3: Enhance Help Desk Procedures	<ul style="list-style-type: none"> Communications User Support and Help Desk Services Training Resource Skill Mix 	<ul style="list-style-type: none"> Review and implement revised protocols for Tier 1 and Tier 2 responses Expand / enhance web-based incident notification and tracking status to all city personnel Implement web-based follow-up satisfaction questionnaire for each incident Identify and establish relationship with vendors who can augment Help Desk technicians, service and/or replace broken equipment Review and implement revised protocol regarding after normal working hours and weekend operations Initiate training program for help desk personnel Revise performance measures to include customer satisfaction 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> Department heads TRG ISPC 	<ul style="list-style-type: none"> Incident satisfaction questionnaire responses Semi-annual satisfaction survey with additional comments Weekly comparison of actual to established performance measures 	<ul style="list-style-type: none"> Internal resources required External resources required

IMPLEMENTATION PLAN – *PRIORITY 1 RECOMMENDATIONS*

RECOMMENDATION	ASSOCIATED FINDINGS	HIGH LEVEL ACTION STEPS	LEAD RESPONSIBILITY	SUPPORT RESPONSIBILITY	PERFORMANCE MEASURES	RESOURCE PROVIDER
MP-9: ITD should outsource the setup of personal computers and wireless devices	<ul style="list-style-type: none"> Outsourcing Fiscal Focus Aging Technology Acquisition Process 	<ul style="list-style-type: none"> Identify current and projected needs (computers and wireless devices) within the City through FY'07 Establish enterprise-wide standard configuration / image and setup criteria <ul style="list-style-type: none"> Define performance standards for a vendor Negotiate with vendors 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> Department heads City Manager Vendors 	<ul style="list-style-type: none"> Timely delivery of accurately imaged / configured devices 	<ul style="list-style-type: none"> Internal resources required External resources required
MP-15: The City should move from a departmental chargeback system to a cost allocation system for central technology cost distribution	<ul style="list-style-type: none"> Fiscal Focus Chargeback System 	<ul style="list-style-type: none"> Develop and adopt technology cost allocation plan and adjustment mechanism Train Finance on use of plan Move primary responsibility for cost allocation calculation and related activities from ITD to Finance Department Include allocation in annual budget as separate line item Apply rates annually (or semi-annually) 	<ul style="list-style-type: none"> CIO/Finance 	<ul style="list-style-type: none"> City Manager 	<ul style="list-style-type: none"> Adopted cost allocation plan Allocation responsibility transferred to Finance Department 	<ul style="list-style-type: none"> External resources required
MP-16 Cell Phones	<ul style="list-style-type: none"> Chargeback System Fiscal Focus 	<ul style="list-style-type: none"> Determine cell phone need by position If needed, determine reasonable monthly amount Inform all employees with cell phones of available minutes and obtain sign-off 	<ul style="list-style-type: none"> Department heads 	<ul style="list-style-type: none"> Finance Auditor 	<ul style="list-style-type: none"> Determination of cell phone usage by position Cell phone sign-offs by employees Audits of usage 	<ul style="list-style-type: none"> Internal resources required

IMPLEMENTATION PLAN – *PRIORITY 2 RECOMMENDATIONS*

RECOMMENDATION	ASSOCIATED FINDINGS	HIGH LEVEL ACTION STEPS	LEAD RESPONSIBILITY	SUPPORT RESPONSIBILITY	PERFORMANCE MEASURES	RESOURCE PROVIDER
MP-10: The City should identify those positions where project management is a primary function of the job and require certification for new hires and promotions.	<ul style="list-style-type: none"> Organizational Structure Project Management 	<ul style="list-style-type: none"> Identify project management position requirements Develop city-wide policy regarding technical and project management certification training and reimbursement Identify technology projects (current and projected) and positions (ITD and departmental) where project management is a major requirement Review skill inventory Implement project management certification training reimbursement program Add project management certification as a requirement for appropriate projects 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> HR Departments with technology staff 	<ul style="list-style-type: none"> Number of certified project managers 	<ul style="list-style-type: none"> Internal resources required External resources required
SD-4: The City should consider limited outsourcing at this time	<ul style="list-style-type: none"> Outsourcing Fiscal Focus Training Aging Technology Acquisition Process 	<ul style="list-style-type: none"> Create an outsourcing strategy Identify outsourcing manager Initiate strong infrastructure process (management, decision making, contract management, oversight, etc.) Identify short-term and long-term outsourcing opportunities Establish requirements for technology outsourcing contracts and performance measures, Service Level Agreements (SLA) Initiate short-term opportunities 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> Vendors City Manager. Department heads 	<ul style="list-style-type: none"> Identified outsourcing manager CIO report to City Manager on vendor performance 	<ul style="list-style-type: none"> Internal resources required External resources required

IMPLEMENTATION PLAN – *PRIORITY 2 RECOMMENDATIONS*

RECOMMENDATION	ASSOCIATED FINDINGS	HIGH LEVEL ACTION STEPS	LEAD RESPONSIBILITY	SUPPORT RESPONSIBILITY	PERFORMANCE MEASURES	RESOURCE PROVIDER
SD-1: Restructure TSD	<ul style="list-style-type: none"> Enterprise-wide View Governance Process Technology as an Enterprise-wide Strategic Asset Investment in Technology Advisory Committees Organizational Structure Information Technology Leadership Communications User Support and Help Desk Services Training 	<ul style="list-style-type: none"> Adopt proposed organization structure and determine appropriate staffing levels and positions Recruit and/or fill positions Initiate outreach and customer service processes (beyond help desk) Establish appropriate evaluation criteria for new organization structure 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> City Manager. Select department heads 	<ul style="list-style-type: none"> Announcement of new ITD organizational structure 	<ul style="list-style-type: none"> Internal resources required
SD-2: Create Business Analyst Positions to Support Technology Service Delivery	<ul style="list-style-type: none"> Technology as an Enterprise-wide Strategic Asset Organizational Structure Information Systems Master Plan Communications Training Project Management Resource Skill Mix 	<ul style="list-style-type: none"> Define and implement Business Analysts (BA) positions within new ITD organizational structure Define position skills, roles, responsibilities and reporting structure Collaborate with departments to: <ul style="list-style-type: none"> Inform and communicate BA role and responsibility Determine department strategic needs (current and projected) Identify candidates to act as a BA (ITD, departmental or external) Identify enterprise-wide potential number of BAs required Integrate matrix reporting requirements (department and ITD) 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> Department heads 	<ul style="list-style-type: none"> Posting and filling of BA positions Quarterly reviews of BA activities and performance 	<ul style="list-style-type: none"> Internal resources required

IMPLEMENTATION PLAN – *PRIORITY 2 RECOMMENDATIONS*

RECOMMENDATION	ASSOCIATED FINDINGS	HIGH LEVEL ACTION STEPS	LEAD RESPONSIBILITY	SUPPORT RESPONSIBILITY	PERFORMANCE MEASURES	RESOURCE PROVIDER
MP-7: Change the acquisition process to provide more accountability and responsibility to the department heads and City CIO.	<ul style="list-style-type: none"> Investment in Technology Fiscal Focus Aging Technology Acquisition Process 	<ul style="list-style-type: none"> Modify and implement acquisition policy to eliminate budget office review of technology equipment and supplies purchases exceeding \$500 	<ul style="list-style-type: none"> City Manager 	<ul style="list-style-type: none"> Department heads 	<ul style="list-style-type: none"> Adopted policy 	<ul style="list-style-type: none"> Internal resource required
MP-1: Update and formally adopt the ISMP based upon the current situation, develop an implementation plan and communicate the plan throughout the City.	<ul style="list-style-type: none"> Technology as an Enterprise-wide Strategic Asset Investment in Technology Information Technology Leadership Information Systems Master Plan Fiscal Focus 	<ul style="list-style-type: none"> ISPC conducts review and update of ISMP ITD develops implementation plan: short, mid-range and long term Communicate ISMP to department heads, City Council and City management; gain approval Communicate and expand internal and external web presence of ISMP Establish ISMP update procedure 	<ul style="list-style-type: none"> ISPC 	<ul style="list-style-type: none"> CIO CTAC TRG 	<ul style="list-style-type: none"> Formal adoption of updated ISMP Quarterly reviews 	<ul style="list-style-type: none"> Internal resources required External resources required

IMPLEMENTATION PLAN – *PRIORITY 3 RECOMMENDATIONS*

RECOMMENDATION	ASSOCIATED FINDINGS	HIGH LEVEL ACTION STEPS	LEAD RESPONSIBILITY	SUPPORT RESPONSIBILITY	PERFORMANCE MEASURES	RESOURCE PROVIDER
MP-11: The City should conduct a detailed skills inventory for all information technology staff	<ul style="list-style-type: none"> Investment in Technology Training Resource Skill Mix 	<ul style="list-style-type: none"> Establish skills inventory instrument Conduct skills inventory within ITD and departments with technology related personnel Use findings as input to training development program and future hiring needs Establish regular update process 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> HR Departments with technology staff 	<ul style="list-style-type: none"> Results of skills inventory 	<ul style="list-style-type: none"> Internal resources required External resources required
MP-12: Develop training plans for information technology staff	<ul style="list-style-type: none"> Investment in Technology Fiscal Focus Training Project Management 	<ul style="list-style-type: none"> IT leadership reviews technical / management gaps based on findings and analysis of skill set inventory and certified project management needs Conduct work sessions for ITD management and technology staff on developing training plans Identify sources and methods of training Develop, review and approve professional development / training plans, timelines and milestones Enact training plans 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> HR Departments with technology staff 	<ul style="list-style-type: none"> Course completions Certifications acquired Degrees completed 	<ul style="list-style-type: none"> Internal resource required External resources required
MP-8: Automate the process to request equipment and software	<ul style="list-style-type: none"> Investment in Technology Fiscal Focus Aging Technology Acquisition Process 	<ul style="list-style-type: none"> Develop on-line equipment request process (General Fund and Grants) Communicate and conduct enterprise-wide roll-out 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> Department heads 	<ul style="list-style-type: none"> Timely delivery of equipment 	<ul style="list-style-type: none"> Internal resource required

IMPLEMENTATION PLAN – *PRIORITY 3 RECOMMENDATIONS*

RECOMMENDATION	ASSOCIATED FINDINGS	HIGH LEVEL ACTION STEPS	LEAD RESPONSIBILITY	SUPPORT RESPONSIBILITY	PERFORMANCE MEASURES	RESOURCE PROVIDER
MP-5: Establish a formal technology training program	<ul style="list-style-type: none"> Investment in Technology Information Technology Leadership Communications User Support and Help Desk Services Training Project management Resource Skill Mix 	<ul style="list-style-type: none"> Develop training program goals and objectives for ITD and departmental technology staff, including business analysts Conduct program reviews 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> Department heads HR 	<ul style="list-style-type: none"> Course completions Certifications acquired Degrees completed Individual performance review and ratings 	<ul style="list-style-type: none"> Internal resource required External resources required
MP-13: Develop a recruitment plan to obtain the necessary technology skills that are required for the future	<ul style="list-style-type: none"> Investment in Technology Fiscal Focus Training Resource Skill Mix 	<ul style="list-style-type: none"> Develop recruitment plan Coordinate with HR for new hires or replacements Implement recruitment strategies 	<ul style="list-style-type: none"> CIO/HR 	<ul style="list-style-type: none"> Select city staff (interviews and selection) 	<ul style="list-style-type: none"> Posted positions with skill requirements Hires 	<ul style="list-style-type: none"> Internal resources required External resource required
MP-2: The City should develop a comprehensive communications plan for all technology related items	<ul style="list-style-type: none"> Enterprise-wide View Technology as an Enterprise-wide Strategic Asset Advisory Committees Communications 	<ul style="list-style-type: none"> Identify communication needs of organization Assess current communication processes Identify most effective strategies Develop plan incorporating needs, strategies, resources, timelines Execute and monitor plan 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> Department heads 	<ul style="list-style-type: none"> Adopted plan Quarterly reviews of plan activities 	<ul style="list-style-type: none"> Internal resources required External resource required

IMPLEMENTATION PLAN – *PRIORITY 3 RECOMMENDATIONS*

RECOMMENDATION	ASSOCIATED FINDINGS	HIGH LEVEL ACTION STEPS	LEAD RESPONSIBILITY	SUPPORT RESPONSIBILITY	PERFORMANCE MEASURES	RESOURCE PROVIDER
MP-6: Establish a schedule and timeframe to replace and retire the City's legacy systems	<ul style="list-style-type: none"> Enterprise-wide View Technology as an Enterprise-wide Strategic Asset Investment in Technology Information Systems Master Plan Fiscal Focus Aging Technology 	<ul style="list-style-type: none"> Review and assess current legacy systems Identify replacement options Identify legacy systems to be retired or replaced with estimated timeframe Integrate legacy system replacement in ISMP 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> Department heads CTAC ISPC TRG 	<ul style="list-style-type: none"> Quarterly review of established replacement timeframes and activities 	<ul style="list-style-type: none"> Internal resources required
MP-14: The City should develop succession plans for key technology related positions.	<ul style="list-style-type: none"> Information Technology Leadership Training Resource Skill Mix 	<ul style="list-style-type: none"> Identify personnel resources related to legacy systems Coordinate with HR and identify potential retirees (ITD and departments) Identify potential ITD / department succession personnel Fast track professional development training for staff identified for "successorships" Monitor progress of identified "successorship" personnel 	<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> HR 	<ul style="list-style-type: none"> Periodic reviews of professional development progress of "successorship" personnel 	<ul style="list-style-type: none"> Internal resources required External resource required